

Cultural Awareness for Military Operations

Concepts and Proposals: USMC Cultural Awareness Working Group

Executive Summary: The Marine Corps Cultural Awareness Working Group was formed in October of 2004 to study ways to improve cultural awareness training for the Marine Corps. Originally consisting of six members, the Working Group now draws on the expertise and input of over 50 military officers (all services), cultural anthropologists, academicians, contractors, training experts, and intelligence specialists. This brief explores the use of culture for military operations, offers new concepts to guide future doctrine, and makes specific recommendations for the implementation of a military cultural awareness training program.

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MCIA (702)

Why is Cultural Awareness Important?

- Lessons learned studies from Somalia, Afghanistan, and Iraq consistently point to lack of cultural awareness as a major impediment to mission success.
- Cultural awareness can reduce battlefield friction and the fog of war, improving our ability to accomplish the mission.
- Cultural awareness gives insight into the intent of actors and groups in the battlespace allowing us to out think and out maneuver them to efficiently accomplish the mission.
- Cultural awareness reduces cultural friction and can help us build rapport and prevent misunderstandings that detract from mission accomplishment.
- The Secretary of Defense and the Commandant of the Marine Corps say it is important.

Questions Guiding Our Work

- **How is the study of foreign cultures important to military operations?**
- **How is cultural information currently integrated into military planning?**
- **How do we train our Marines to study culture to aid their mission planning?**
- **How is language tied to cultural study?**
- **Where do we train cultural awareness (bases, stations, schools)?**
- **What is the role of intelligence and the intel community in cultural study?**
- **What are Marine commanders looking for from cultural awareness programs?**
- **What's the difference between cultural intelligence and cultural**

Summary of Working Group Actions

- October 04 - Working group formed between HQMC, MCIA, NMITC**
- November 04 - First concept briefs developed and debated**
- November 04 - White papers on cultural awareness written, debated**
- November 04 - Working group expands to over 25 people**
- November 04 - ABCA Cultural Intelligence group tied-in**
- November 04 - Marine Training and Education Command briefed**
- November 04 - Concepts briefed to II MEF and Intel schools**
- November 04 - ONR Cultural Awareness conference in D.C.**
- December 04 - Pell Center cultural working group tied-in**
- December 04 - Major concept paper written and briefed**
- December 04 - Concept brief revised and staffed**
- December 04 - Contribution to Basic Officers Course**

Conclusions of the Working Group

- Cultural information is directly applicable to military operations and should simply be treated as another aspect of military terrain – “cultural terrain.”
- Cultural Awareness is a training goal for all Marines while Cultural Intelligence is the incorporation of cultural information into the intelligence process. The two concepts are intrinsically linked to support operations.
- Cultural Awareness is not a “SASO” or Small Wars requirement – it is integral to the full spectrum of warfare and military operations.
- Language is vital to the understanding of culture and Cultural Awareness is vital to making language skills useful in the real world.
- The **baseline** of Cultural Awareness is learning why culture is important to military operations and how to find information. Study of specific cultures builds from this baseline of common

Proposed Terms and Concepts

The next series of slides proposes terms and concepts around which a cultural awareness training program can be formed. We have attempted to use Marine Corps doctrinal terminology and concepts as a guideline to ensure compatibility with current training programs.

Proposed recommendations follow the terms and concepts slides.

Terms

“Cultural Terrain”

Culture is simply another element of terrain

Concept: Cultural terrain parallels geographic terrain for military considerations: Just as a hill or saddle effects maneuver, we find that religion, perceptions, and language effect maneuver warfare by helping us find centers of gravity, critical vulnerabilities, and assist in campaign planning and the proper allocation of resources.

Use: Refers to general study and use of cultural information (Military Cultural Factors) for operational planning. “Terrain” is a concept that is familiar to all military personnel; therefore, cultural terrain is a term that can be used to ease the incorporation of cultural

Terms

“Military Cultural Factors”

Elements of culture that apply to military planning and operations

Concept: are dynamic aspects of society that have the capacity to affect military operations. They include religion, ethnicity, language, customs, values, practices, perceptions and assumptions, and driving causes like economy and security. All these factors affect the thinking and motivation of the individual or group and make up the *cultural terrain* of the battlespace.

Use: MCFs are simply elements of information. A generic guideline can be created that would identify those MCFs that are normally important to military operations, helping planners and intelligence Marines in identifying mission

Military Cultural Factors

Ethnic Description

- **Physical Appearance**
- Cultural history
- Population

Centers of Authority

- **Description**
- History
- Rule of Law
- Role of State vs Role of Ethnic Group

Cultural Attitudes of

- **Self**
- Group/Tribe/Clan
- Modern Nation State
- Conflict resolution
- United States
- U.S. Military
- Other ethnic Groups
- Neighboring States
- Regional Powers

Etc.....

Language

- **History**
- Dialects
- Influence on culture
- Geographic differences

Religion

- **Influence on culture**
- Major tenets
- Role in society
- Political Influence
- Geographic differences
- Effect on U.S. military operations
- International connections

Customs

- **Greeting**
- Gestures
- Visiting
- Negotiations
- Displays of affection
- Business
- Hand Signs
- Gifts

Lifestyle

- **Role of Family**
- Role of Women
- Role of Men
- Dating and marriage
- Role of children
- Role of elders

Clothing

- **Headwear**
- Clothing
- Footwear

Urban vs. Rural

- **Effect on culture**

Diet

- **Type**
- Influence on culture
- Alcohol/Drugs
- Eating style
- Role of food

Cultural economy

Cultural geography

Culture's effect on warfare

Urban vs Rural

Culture

Terms

“Cultural Awareness”

Cognizance of cultural terrain for military operations and the connections between culture and warfighting

Concept: Awareness connotes an understanding that cultural terrain must be considered for military operations, a knowledge of which cultural factors are important for a given situation and why, and a specified level of understanding for a target culture.

Use: “Cultural Awareness” is a common term used across the DoD, USG agencies, and non-governmental agencies and is therefore the best term to use to describe the process of incorporating cultural study into military operations.

Terms

“Cultural Cognizance Training”

Training of military forces to ensure they are prepared to operate in a specific foreign culture

Concept: Cognizance training comes in two phases: Training the importance of culture to warfighting, followed by specific training for a particular cultural environment. Specific country or area training cannot be successful without the first step (how and why). We train sight alignment and sight picture before we hand someone a weapon. Burying a Marine in cultural information without training him to understand how the information will help him succeed is anathema to military training theory.

Use: The process of training Marines in cultural awareness to make them cognizant of cultural issues and of specific cultures for deployment.

Terms

“Cultural Cognizance”

Mental grasp of one or more levels of a specific culture*

Concept: Cultural Cognizance is the process of achieving awareness in a specific culture. For the purpose of training and deployment preparation, we have broken Cultural Cognizance into four levels. *See next slide. Marines only need to train to a level necessary to allow them to accomplish their mission.

Use: The levels of cognizance are used as a guide to plan training and pre-deployment exercises. The terms on the following slide are directly compatible with MCDP-6 (Command and Control), keeping cultural concepts in line with current Marine Corps doctrinal language.

The Cultural Cognizance Hierarchy ***From MCDP-6 Command and Control***

Raw Data: Signals which have not been processed, correlated, integrated, evaluated, or interpreted in any way.

Observations by tactical collectors on cultural and human “externals” or “Manifestations” are raw data (ie white headdress vice red/white checkered). MCIA’s first level of cultural understanding.

Processed Data: Data processed into or displayed into a format understandable to the people that must use them.

Cultural and Human Factors are processed data. The Emily Post of Arabia items (don’t show the soles of your shoes) might fall into this category. MCIA’s 1st level of cultural understanding.

Knowledge: Data that has been analyzed to provide meaning and value.

Cultural and Human concepts are cultural behaviors, values, and cognition- these are knowledge. Wunderle’s cultural variations and manifestations are examples of these, and are probably a better term than “cultural and human concepts”. MCIA’s 2nd level of cultural understanding.

Understanding: Knowledge that has been synthesized and applied to a specific situation to gain a deeper level of awareness of that situation. Comes from synthesizing bodies of knowledge, use judgement and intuition to fill gaps, and arrive at a complete mental image of the situation.

Terms

“Military Cultural Competence”

Ability to learn and apply the necessary levels of cultural cognizance

Concept: Each level of cultural cognizance lives in a different information hierarchy level (MCDP 6: data, knowledge, understanding). Different levels generate different tempos, different levels are required for success based on rank, billet, and METT-T for individual/group (friendly and adversary).

Use: Cultural cognizance levels can be used as framework to design different types of cultural application training packages or blocks (“Cultural Cognizance Training”).

Terms

“Cultural Intelligence”

The process of incorporating Military Cultural Factors into the Marine Corps intelligence cycle.

Concept: Some aspects of cultural study fall specifically in the realm of intelligence collection and production.

Training commanders which Military Cultural Factors are important and why provides them with guidelines for collection. Training analysts to study cultural information as part of the all-source analysis process is a significant step in incorporating Cultural Terrain into the planning process.

Use: Using a baseline of Cultural Awareness, commanders direct the collection of appropriate raw cultural data, which is then processed with other data (geographic, military, technical, etc.). Cultural Intelligence data is

Cultural Awareness / Cultural Intelligence

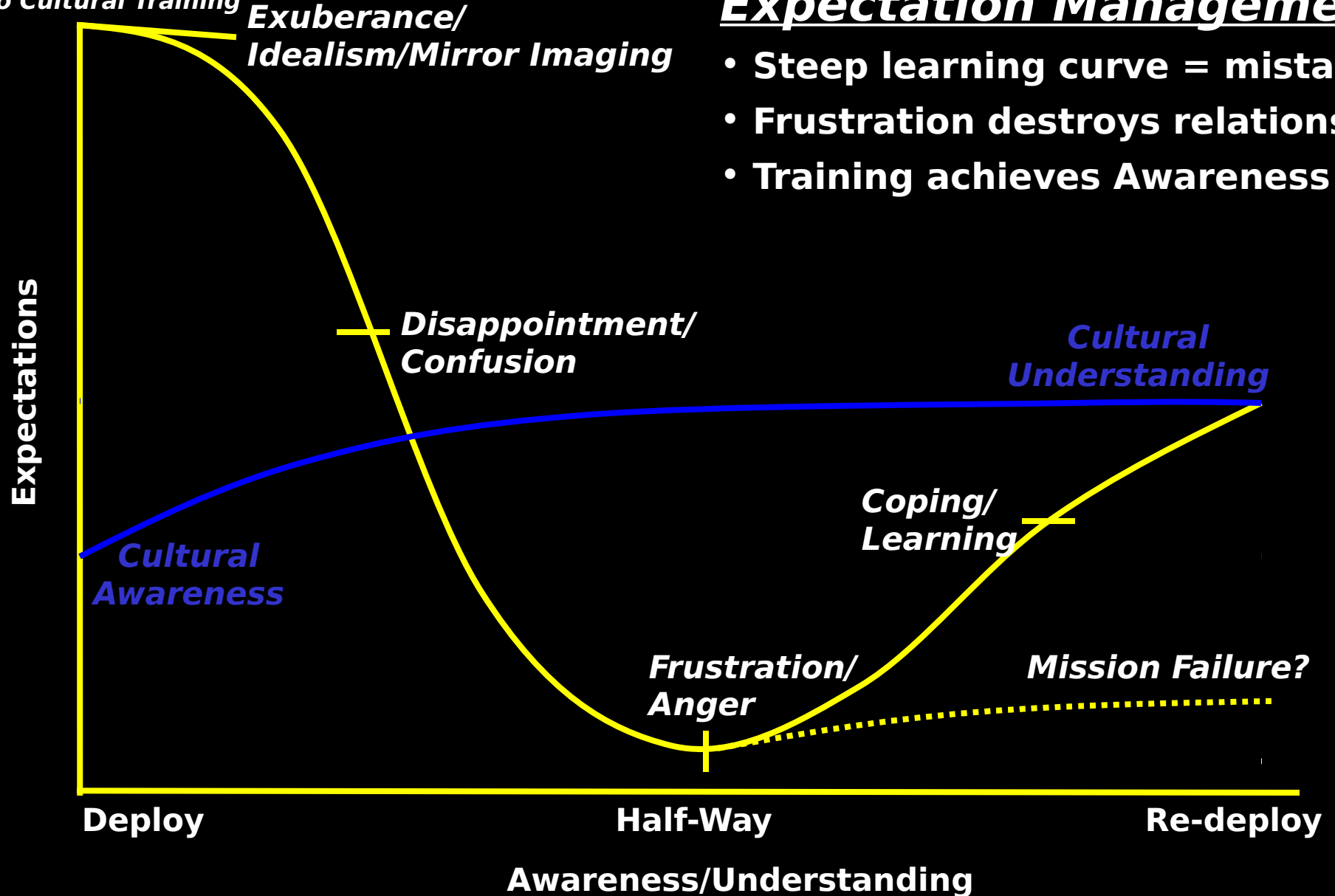


Cultural Awareness and Expectation Management

Marines tend to enter foreign cultures with unrealistic expectations due to their lack of cultural awareness training. They often assume that people from foreign cultures have similar attitudes, expectations, needs, and behavioral patterns to Americans. This “mirror imaging” is a common syndrome with people working in foreign cultures.

False expectations are a symptom of poor training and can only be overcome with a dedicated Cultural Awareness training program. The next slide depicts the impact of poor Cultural Awareness training on our Marines deploying to Iraq. The slide represents expectations mirrored on the Iraqi people and on Iraqi Security Force partners. The vast majority of Marines learn to moderate their expectations, but lose productivity over time. Entering a culture with proper training helps to mitigate this problem

No Cultural Training



Cultural Language Training

The Working Group believes that the study of language is vital to achieve true Cultural Awareness. Conversely, real-world language expertise cannot be achieved without cultural study.

Simultaneous immersion in both the language and the culture is the best way to achieve Cultural Awareness. In the absence of immersion opportunity, non-linguist MOS training for deployed operations should focus on speaking and on cultural insights that enhance the spoken word.

Proposals and Recommendations

The Working Group concepts from the previous slides form the basis for the following proposals. These proposals do not necessarily reflect an official Marine Corps position or the position of individual members, but do reflect the general consensus of the group. Some of these proposals are already being acted upon, while others are being considered by other services. The Working Group will continue to refine both the concepts and proposals to meet Marine Corps and DoD requirements. The first slide examines our assessment of the current status of the Marine Corps Cultural Awareness training program.

Marine Corps Cultural Awareness Programs

STANDING SITUATION:

- Cultural awareness training is ad hoc, non-doctrinal, improperly focused
- No formal definitions or doctrine (other than often-contradictory Joint terms)
- No formal training and teaching standards, practices
- Focused heavily on current or pending operations
- *MCCDC currently considering options and working on standards*
- *Navy/Marine Corps Intelligence Training Center developing and teaching Cultural Intelligence lessons*

WORKING GROUP RECOMMENDED GOALS:

- Get everyone talking the same talk (language, doctrine, concepts)
- Formalize cultural awareness as part of long-term training

General Concepts

1. TRAIN “HOW AND WHY”

- a. Everyone understands why culture is important**
- b. Everyone understands how culture affects operations**
- c. Everyone understands how to study culture/where to find info/experts**
- d. Start rudimentary language training**

2. ESTABLISH A DATA BASLINE AND BUILD ADVANCED SKILLS

- a. Train increasing “levels” of cognizance and language**
- b. Create an unclassified database with coalition partners/academia**
- c. Focus on developing military cultural experts (FAOs)**
- d. Formalize government relationships (e.g. DoD and DoS)**
- e. Create centers of learning, access to data for deployment**
- f. TECOM Cultural Center**

3. SUPPORT TO OPERATIONS

- a. Bringing the “how to” together with focused regional data**

Training Cultural Awareness

Incorporating Cultural Awareness training into current programs and schools is the best way to ensure Marines achieve Military Cultural Competence. We propose four levels of Cultural Cognizance training that can serve as a guide to plan cultural training programs. The next four slides detail these “Levels” of training.

Cultural training should be incorporated in increasingly complexity (levels) as part of ongoing Professional Military Education. Although not all Marines will become fluent in a language, some language training is better than none. Even basic survival language, coupled with some Cultural Awareness, can reduce battlefield friction.

Training can take place at:

- Basic training/Basic officers training**
- MOS schools and follow-on training**
- Career development schools (NCO/SNCO Academy, ILS,**

Level 0

Language Block:

- **Basic training in English grammar**
- **The fundamentals of language, building blocks and learning tools**
- **Learn the relationship between language and culture**

Culture Block:

- **The importance of culture to warfighting.**
- **The fundamentals of terminology/definitions, military cultural factors, military cultural model, etc**
- **How to study/recognize/apply MCF's/MCM's**
- **Identify resources and databases for independent study**

Level I

Language Block:

- **Fundamentals of the target culture language**
- **Survival language: Learning 50+ basic phrases**

Culture Block:

- **Detailed study of the MCFs for the target culture**
- **Build and example of the MCM for that culture**

Current Events Block:

- **Recent history for target culture**
- **Significant groups, actors, leaders, dynamics**

Level II

Review: Review Level 0 and Level I concepts

Language:

- CD-ROM/DVD training in the language (e.g. Rosetta Stone)
- Language drills - *scenario based language training*

Culture:

- Build multiple MCMs for a given scenario in the target culture
- Cultural “battle drills” - apply MCMs in MCPP training scenarios

Current Events:

- In-depth training - begin incorporating intelligence products

COMBINED TRAINING: Language and culture together

Level III

Review: Review Level 0, I, and II concepts

Language: Immersion language training

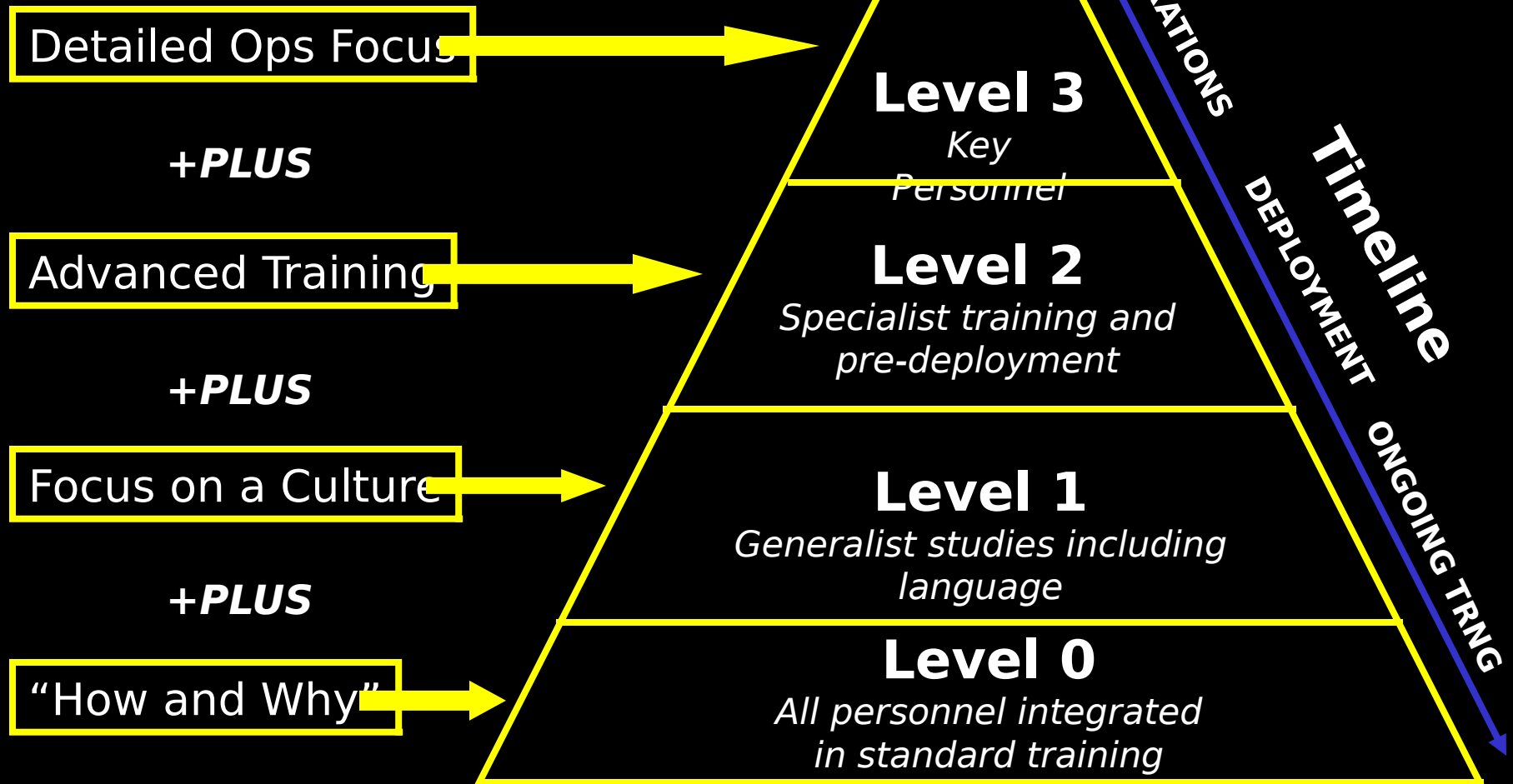
Culture:

- Build mission oriented MCMs and apply cultural intelligence
- Operations within the target culture or similar culture with lessons learned feedback

Current Events:

- Full incorporation of current intelligence products

Cultural Cognizance Training: Graphic Representation



Non-MOS Cultural Language Training

To achieve true spoken fluency, non-native linguists must be trained in a dedicated environment over a significant period of time, continue to study language within the target culture, and have ample opportunity to speak in a native environment. Even at “LEVEL 3” a non-native, non-school trained language student will not be fluent enough to conduct accurate interpretation. However:

- Using CD, DVD, and Internet self study can develop survival language skills. Tools like “Rosetta Stone” and “Learn in Your Car” are recommended.**
- Language labs can be created at bases and stations at relatively low cost to support individual or unit language training.**
- Spoken language tutors can be hired (at cost) to sustain skills**
- School trained/MOS/native Marine linguists can be assigned to**

The FAO Program

Currently our “cultural experts” are our Foreign Area Officers. They are generally expected to have significant cultural expertise and to speak fluently in their target language. Because FAO is a secondary MOS, most FAOs do not spend much time (if any) in their selected AoRs – they are required to compete and fill billets in their primary MOS’. Their language training at DLI, focused on listening and reading, does not give them a significant degree of spoken fluency.

Recommendations:

- Make FAO a primary MOS**
- Dedicate FAOs full time to their cultures.**
- Change FAO language training to focus on the spoken word:**
 - Either create a new program within DLI or at BYU or Middlebury**
 - Provide resources and funds for follow-on language**

CULTURAL FACTORS DATABSGING

Create a cultural database to support military and non-military operations:

- **Unclassified to ensure open participation and non-military input**
- ***Distributed collection with government, non-government, academia***
- **Centralized, accessible storage and distribution**
- **Collated and studied by military and civilian area experts**

Using a cultural factors database

- **Publishing useful military documents for study and operations**
- **Establishing solid relationships with academia for future training**
- **Establishes a web of expertise and open communications**
- **Available information to develop Cultural Awareness for operations**

Supporting Concepts and Proposals

The following slides represent a concept developed by the working group would require a significant paradigm shift in training and operations, as well as several slides that convey supporting information or ideas.

Groups vs. Military Cultural Factors

Changing our operational language

Military language frames the way we approach challenges and tasks, guides our planning, and can in some cases prevent us from seeking “outside the box” solutions. Although some of our language has changed in the past decade (MCDPs, Joint Pubs), much of our current language is based on Cold War concepts. Changing doctrinal language can change the way we fight.

The terms “friend, enemy, and neutral” are common to our doctrine and TTP. Using these terms prevents us from equally assessing people and groups in the battlespace and may lead us to make false and potentially dangerous assumptions. This portion of

Standard Approach to Cultural Terms

- Broken into easy to track, easy to conceive categories
 - *Friend, enemy, or neutral...*
 - Helps us develop standardized approaches to each group
 - Provides legal basis to target hostile forces
 - Categories aid in reporting
 - “20 enemy killed in action, 3 neutral wounded...”
 - “Friendly forces provided security at the main gate...”
 - Categories offer simple answers to complex problems
 - Friends are good and are to be trusted
 - Enemies are bad and have to be defeated
 - Neutrals are innocent and have to be protected
- (Simplified for comparison)

It's never this simple, but our perceptions are guided in this direction

FRIEND

- Trusted
- Same goals
- Same intent
- Same concerns
- Same mission
- Reliable

NEUTRAL

- Non-threatening
- Innocent
- Not important
- To be protected
- Trustworthy?

ENEMY

- Not trusted
- Opposite goals
- Opposite intent
- Must be defeated

Pitfalls of the Standard Approach

- **Most groups and people don't fit neatly into categories:**
 - Outlook, attitude, and actions are not static
 - *Same actor may commit friendly, enemy, neutral acts on the same day*
- **The act of “categorizing” can alter actions and perception**
 - If you call someone “enemy,” they perceive you the same
 - The term “enemy” precludes many alternate approaches
 - Calling someone “friend” blinds us to deceit
- **Categories prevent us from thinking “outside the box”**
 - Do we consider how to co-opt an “enemy?”
 - Are we sufficiently wary of friends and neutrals?

Who is an enemy, who is a friend

Case Study:

A former Iraqi military officer was conducting ambushes against U.S. forces, leading to the death of a company commander. This Iraqi officer was a former regime stalwart, Ba'ath Party official, and a Special Forces commander with a reputation for extreme violence. He was eventually captured and served time in Abu Ghraib before being released on a technicality. He probably went back to working with the insurgency and conducting ambushes after his release.

Enemy, right?

Who is an enemy, who is a friend

The rest of the story:

This officer was a prominent tribal member and leader, and a trusted friend of many local tribal figures. He was unanimously chosen as the leading candidate to take over an Iraqi National Guard unit. After much debate, he was selected, inducted, and placed in command of a large ING unit with the approval of the central government. The new job gave him a steady paycheck, a renewal of his sense of honor, a position of influence, and a feeling that he could help shape the direction of his country in a positive way. He worked closely with the same U.S. units he was fighting just weeks before, and was a somewhat effective commander. He was always carefully watched and mentored because of his background.

A Different Approach to Cultural Te

- **Consider Military Cultural Factors (MCFs) for each actor**
 - What factors guide actions?
 - Everything from family to religion to security, etc.
- **What factors can we change to alter actions in our favor?**
 - Develop a campaign plan around altering MFs
 - “Tip the balance” of MCFs in our favor over time
- ***Transcends categories - everyone considered equally***
 - Can we alter MCFs to turn hostile action to neutral action
 - Reinforce MCFs to ensure friendly action remains so?
- **Can alter the way we achieve our mission**
 - May reduce need for kinetic action
 - Enables us to focus our tactics across a range of options



Not comprehensive

Study Military Cultural Factors to Change Behavior

- **Intelligence collection and “atmospherics” reporting**
 - **What matters most to each group? Key individuals**
 - **Direct collection to develop a sense of key concepts**
- **Identify key friction points or misperceptions**
 - **Link conditions and perceptions to our actions**
 - **Focus in on what we can change to alter behavior**
- **Develop campaign plan and alter operations to alter behavior**
 - **Focus on altering behavior to accomplish mission**
 - **Can focus on large group or one key individual**
 - **Campaign plan... requires long-term thought and planning**
 - **Sometimes inducing inaction is good enough!**

Focus on *actions* rather than *categories*



SUPPORTIVE **NON-HOSTILE** **HOSTILE**

- | | | |
|--------------------|--------------------|-----------------------|
| • Assist mission | • Allow mission | • Oppose mission |
| • Economy of force | • Non-violent | • Violent or criminal |
| • Financial aid | • Non-intrusive | • Intrusive, harmful |
| • Provide info | • May provide info | • Divert resources |
| | | • Provide no info |

Same group/person may act across spectrum on same

What do we have to do to push from



To *at least* here:



- *Every actor can be coerced to non-hostile action...*
- *...and kinetic action is the most extreme form of coercion.*
- *Actions are fluid - constant pressure needed to “p*

Example:

SITUATION

- **Members of the X Tribe are supporting the insurgents**
- **Our collection reports their concerns:**
 - **Lack of jobs means they cannot put food on the table**
 - **Many tribe members are taking money to plant bombs**
 - **A US tank ran over a car and killed three children**
 - **A US patrol kicked in doors during rain on wrong house**
 - **US patrols seen as hostile, oppressive**
- **We look at where MCFs tie to behavior to undermine stability**
 - **Lack of money ~ taking money to attack U.S. forces**
 - **U.S. actions ~ perception of U.S. hostility**
 - ***Support for hostile acts undermines stability***



Example:

PLAN

DESIRED END STATE: Tribe not supporting hostile actions

- **Find a way to increase employment and improve U.S. image**
- **Employment (Short/Mid/Long Term focus)**
 - **“Jobs meeting” for recommendations, to air emotions**
 - **Refocus money from school project to factory project**
 - **Divert contract money to local tribal contractors**
- **Image of U.S. forces (Short/Mid/Long Term focus)**
 - **Hold a grievances meeting immediately with tribal leaders**
 - **Ensure all blood money is paid in full**
 - **Switch from mounted to dismounted patrolling**
 - **Try to increase indigenous forces patrols, decrease U.S. forces**

Cultural Campaign Planning

Just as we have an operational campaign plan, we should have a cultural campaign plan that plots a “way forward” with each group, tribe, government agency, etc. in any military environment. Ideally, the cultural campaign plan would be an integral part of the operational campaign plan. Any campaign planning requires input from all staff sections; cultural planning is not a “G-2” or CA task. This is how Military Cultural Competence is “operationalized” to help win the fight.

- **The staff must support the campaign plan with intelligence/information**
 - **HUMINT/SIGINT updating group and individual intentions**
 - **Cultural factors that will impact the campaign**
 - **How is the campaign changing the cultural landscape?**
 - **What are the Atmospherics results of the campaign?**

Cultural Campaign Plan Example Framework

TARGET:	“Ghazi” Tribe			
GOALS:	(1) Reduce IEDs in territory to less than 1 per week (2) Tribal leaders fully cooperative with local gov’t (3) Services “GREEN” across the board			
METHODS:	(A) Re-tool munitions factory to compressor motors (B) Increase ING patrols by 50% for two months (C) Fix water distribution system in village (D) Increase contracts in area by \$500k per month			
TIMELINE:	START ING PATROLS	ARREST “AHMED”	BREAK “DIGLA” CELL SURGE PATROL OP (P)	REDUCE IEDS
	START WATER PRJ.	250k INCREASE	250K INCREASE	FACTORY DONE
	INITIAL TRIBAL MTG	CONTRACT MTG	TRIBAL MTG	INAUGURATE FACT. TRIBAL MTG
	PHASE I BEGINS	PHASE II (1 MO?)	PHASE III (2 MO?)	PHASE IV (3 MO?) GOAL

Cultural Intelligence Products

- Focused analytical reports that include MCFs
- Constantly updated biographies on key players
- Atmospherics Report - what is the “sensing” of each area?
- “Stop-Light” report - services, security, supplies, atmospherics
- Meeting reports - FAO, Civil Affairs, Commanders
- Marine-INT: What are your key cultural

vulnerabilities and opportunities according to the

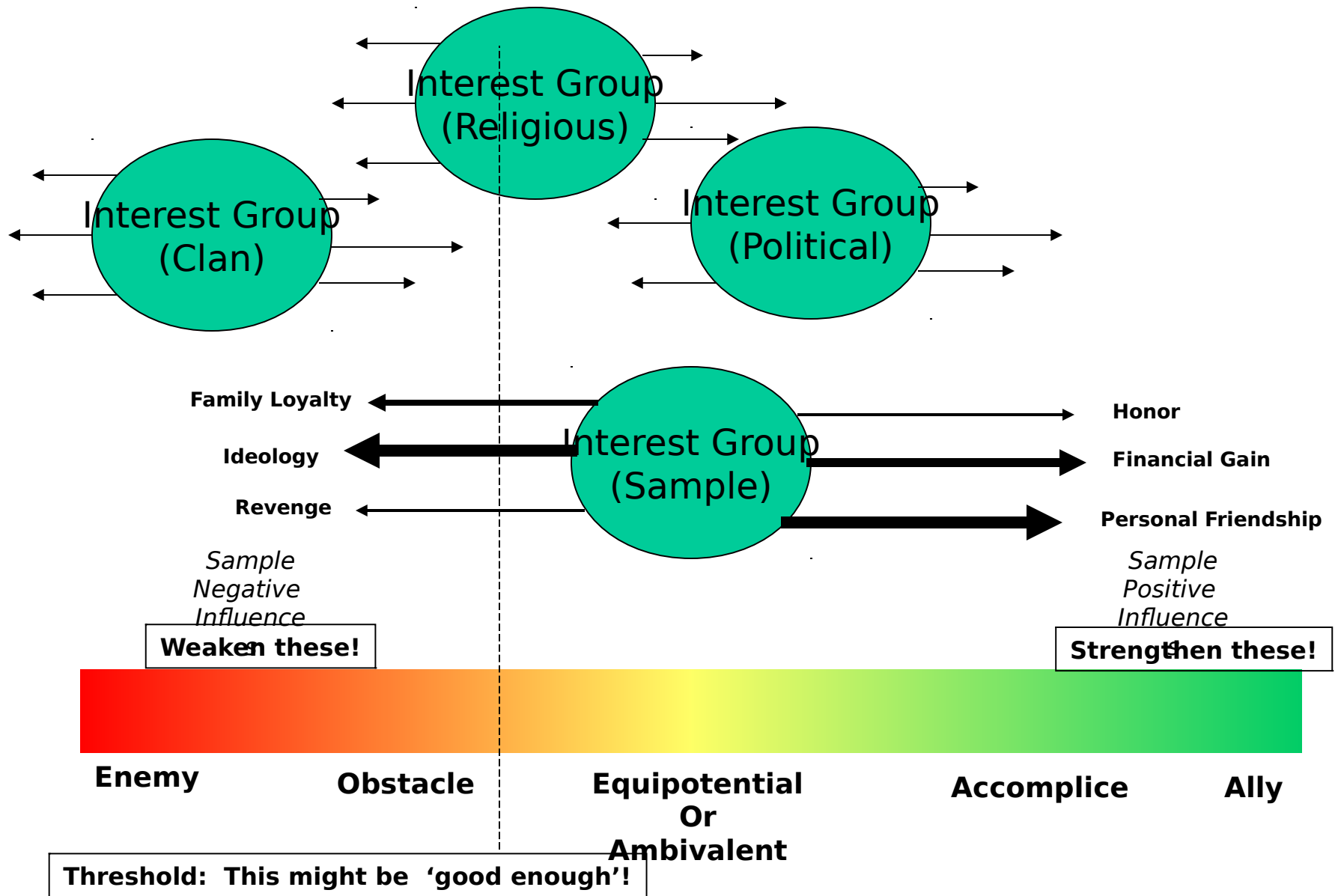
Marines on patrol?
Captain John Lewis (USMCR) is currently developing a concept to formalize debriefing of Infantry Marines returning from patrol. Information gathering and recording hardware will support the process of collection and debriefing.

First Marine Division Concept Slide

The following slide was built by LtCol Mike Groen and the Marines of the First MarDiv G-2 and the First Intelligence Battalion. It represents a different way of looking at “Groups vs. Motivations” and was used to guide Division planning and operations during OIF II.

Continuum of Influence

1MarDiv way of looking at the 'enemy' for OIF II



What is a Military Linguist?

Commanders are learning the capabilities and weaknesses of their military and contract linguists on the ground in Afghanistan and Iraq, and TECOM has developed a linguist employment guide. Commanders should know what their linguists are capable of and how they are trained.

Heritage/native speakers are different from DLI trained linguists:

- All linguists are tested on their ability to read and listen to their language**
- Their tracked test scores therefore do not currently reflect their ability to speak with any degree of fluency (the “OPI” tests speaking)**
- Most Marines trained to listen are not capable of two-way interpretation**
- In some cases, a “0+/1” linguist may be far more fluent**

Contract Linguists and Cultural Awareness

Contract linguists are hired through a DoD contracting agent and serve with Marine units on deployment. There are strict rules and regulations guiding the use and care of contract linguists (Joint, COCOM, etc). Because they are not military members, contract linguists represent a very wide array of personality types, skill levels, cultures, and personal beliefs. Most contract linguists perform adequately or well, some are exceptional, and some bring significant problems with them to the battlespace. *Cultural Awareness is vital to understanding, controlling, and employing contract linguists.* Why? See examples next slide...

Contract Linguists and Cultural Awareness

Examples

- 1. A “Free Iraqi Forces” linguist at a base. I seemed to irritate many of the Iraqis he spoke with. In some cases, conversations developed into violent arguments. It took weeks for the Marines to discover that the linguist was proselytizing atheism to the Iraqi Muslims...**
- 2. Ten contract linguists served aboard one base. The billeting officer put them together in shared rooms without a second thought. He did not realize that he put an elderly Christian Arab in with a young militant Shia Kurd. The resulting rift almost led several of the linguists to quit...**
- 3. The Marines were assigned a linguist who spoke only Iraqi and German (no English). In order to interpret, a Marine who spoke German and English was used to create three-way interpretation.**

Maslow's Hierarchy of Needs

What motivates people to act?



Adams Equity Theory

What are the trade-offs?



What I put in: Trust, taxes, loyalty, commitment, personal sacrifice, reliability, dedication, hard work, tolerance, flexibility, heart and soul, effort

INPUTS

What I get back: Food, security, employment, stability, law, services, representation, benefits, retirement, reputation, praise, recognition, honor, power

OUTPUTS